

Danish Transport Federation

## Folketingets Trafikudvalg og Retsudvalg hos DSV

onsdag den 19. maj 2010

### Retsudvalg og Trafikudvalg:

MF Flemming Damgaard Larsen, formand for Trafikudvalget (V)  
MF Kristian Pihl Lorentzen (V)  
MF Magnus Heunicke (S)  
MF Jens Chr. Lund (S)  
MF Poul Andersen (S)  
MF Kim Christiansen (DF)  
MF Hanne Agersnap (SF)  
MF Tom Behnke (KF)  
MF Kim Andersen (V)  
MF Anne Baastrup (SF)  
Udvalgsassistent Aicha Esdam  
Udvalgssekretær Jesper Thinghuus

### Gæster:

Vognmand Anders Fransgaard, Anders Fransgaard og formand for Arbejdsgiverfor-  
eningen for Transport og Logistik (ATL)  
Direktør Peter Jepsen, Danske Fragtmænd A/S  
Sektionsleder Anders Jessen, International Transport Danmark (ITD)  
Forhandlingssekretær Kim René Busch, 3F  
Miljøkonsulent Keld H. Jensen, 3F  
Partner Henrik Brunstedt, TungVognsSpecialisten  
Branchedirektør Anne Windfelt Trolle, Arbejdsgiverforeningen for Transport og  
Logistik (ATL)

### DSV, Frode Laursen og DI Transport:

CFO Jens H. Lund, DSV A/S  
Direktør Orla Hansen, DSV Road A/S  
Business Unit Manager Sanne Brendstrup Pedersen, DSV Road A/S  
Tillidsmand Finn Jensen, DSV Road A/S  
Chauffør Thorvald Pedersen, DSV Road A/S  
Adm. direktør Thorkild Andersen, Frode Laursen A/S  
Fællestillidsmand Steffen Larsen, Frode Laursen A/S  
Chauffør Jess Rasmussen, Frode Laursen A/S

Direktør Michael Svane, DI Transport  
Erhvervspolitisk konsulent Rune Noack  
Chefkonsulent Anne Mette Koch Bangsgaard

#### Postadresse/Postal address

1787 København V (+45) 3377 3377  
Danmark

transport@di.dk  
transport.di.dk

#### Besøgsadresser/Visiting addresses

H.C. Andersens Boulevard 18  
København V

Sundkrogskaj 20  
København Ø

CVR: 16 07 75 93

## Folketingets Trafikudvalg og Retsudvalg hos DSV

onsdag den 19. maj 2010

### Program

- Kl. 14.00      **Velkomst**  
v/ CFO Jens H. Lund, DSV
- Kl. 14.10      **Transport i et europæisk perspektiv**  
v/ CFO Jens H. Lund, DSV
- Kl. 14.30      **Køre- og hviletid i praksis**
- **Hvad mener vi om køre- og hviletid?**  
v/ direktør Michael Svane, DI Transport
  - **Chaufførernes hverdag med kontrolapparatet**  
v/ tillidsmand Finn Jensen, DSV Road A/S, og fællestillidsmand Steffen Larsen, Frode Laursen A/S
  - **Eksempler på konsekvenser af administrationen af køre- og hviletid, herunder bødeforlæg og frakendelse af kørekort**  
v/ adm. direktør Thorkil Andersen, Frode Laursen A/S, og direktør Orla Hansen, DSV Road A/S
  - **Spørgsmål**

**Postadresse/Postal address**

1787 København V  
Danmark

(+45) 3377 3377

transport@di.dk  
transport.di.dk

**Besøgsadresser/Visiting addresses**

H.C. Andersens Boulevard 18  
København V

Sundkrogskaj 20  
København Ø

Kl. 15.00

**Modulvogntog på de danske veje**

- **Hvor står vi med modulvogntogsforsøget?**  
*v/ direktør Michael Svane, DI Transport*
- **Erfaringerne med at køre modulvogntog**  
*v/ chauffør Thorvald Pedersen, DSV Road A/S, fællestillidsmand Steffen Larsen og chauffør Jess Rasmussen, begge Frode Laursen A/S*
- **Modulvogntog i virkeligheden (fremvisning)**  
*v/ fællestillidsmand Steffen Larsen og chauffør Jess Rasmussen, begge Frode Laursen A/S*
- **Spørgsmål**

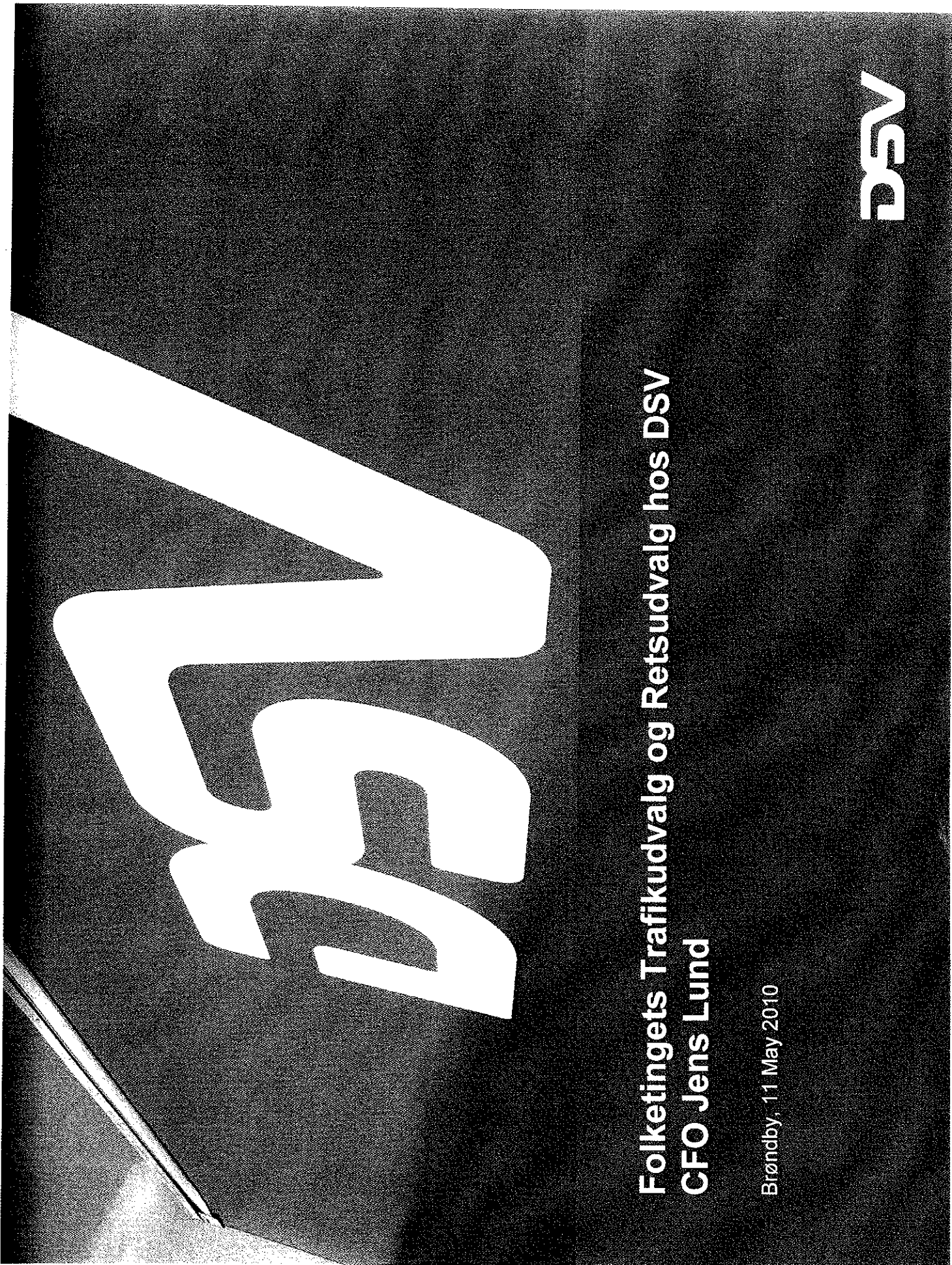
Kl. 15.30

**Rundvisning på DSV's terminal**

*v/ direktør Orla Hansen og terminalchef John Vestphal, begge DSV Road A/S*

Kl. 16.15

**Afrunding og afgang med bus**

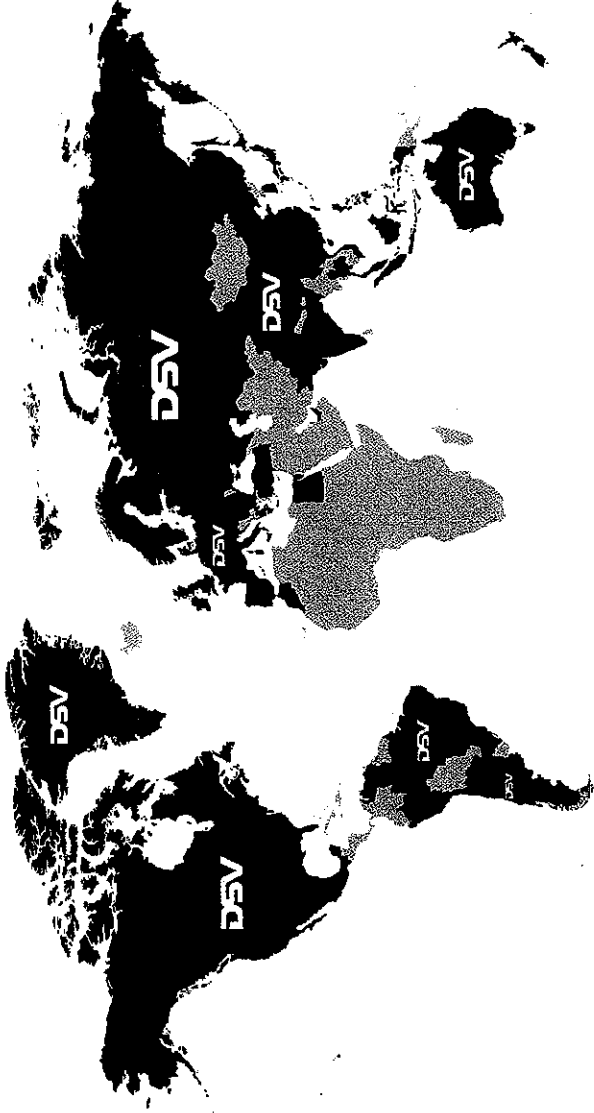


**Folketingets Trafikudvalg og Retsudvalg hos DSV  
CFO Jens Lund**

Brøndby, 11 May 2010

**DSV**

# Introduction



DSV is a global supplier of transport and logistics services with offices in more than 60 countries. Together with our partners and agents, we offer transport and logistics solutions in more than 110 countries.

DSV is listed on NASDAQ OMX Copenhagen and included in the OMXC20 Index as one of the 20 most actively traded shares.

Argentina	Czech Republic	Ireland	New Zealand	Slovenia	Venezuela
Australia	Denmark	Italy	Norway	Spain	Vietnam
Austria	Egypt	Japan	Pakistan	Sweden	
Bangladesh	Estonia	Kazakhstan	Peru	Switzerland	
Belarus	Finland	Korea	Philippines	Taiwan	
Belgium	France	Latvia	Poland	Thailand	
Brazil	Germany	Lithuania	Portugal	Turkey	
Bulgaria	Greece	Luxembourg	Romania	Ukraine	
Canada	Hong Kong	Malaysia	Russia	United Arab Emirates	
Chile	Hungary	Mexico	Serbia	United Kingdom	
China	India	Morocco	Singapore	USA	
Croatia	Indonesia	Netherlands	Slovakia		



# DSV at a glance

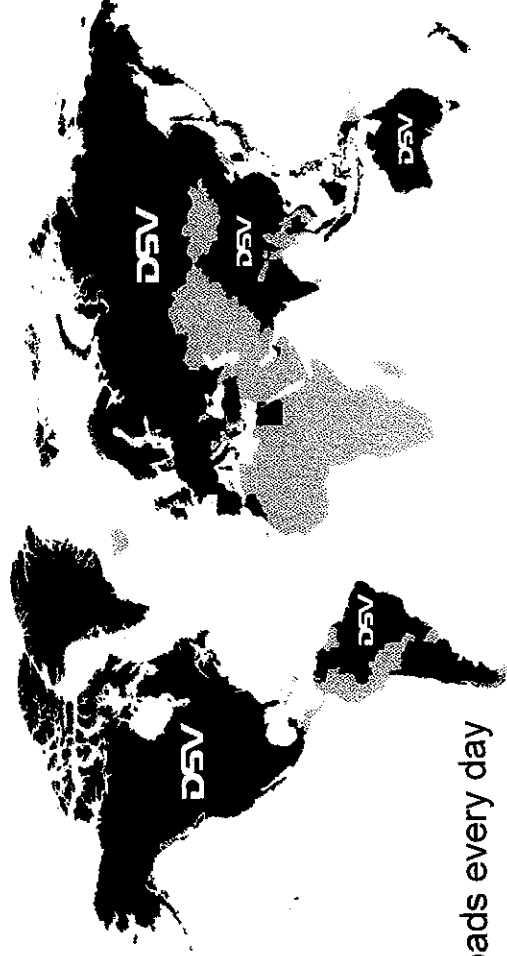
## Business units:

- International and domestic road transport services in a network of own offices throughout Europe
- Air and sea freight forwarding services world wide
- Logistics solutions services in Europe



## Our world - 2009

- Turnover 36,085 million DKK
- EBITA 1,703 million DKK
- 21,280 employees
- Volumes in Air 175,000 tons
- Volumes in Sea 625,000 TEUs
- Has more than 17,000 trucks on the roads every day
- 2,200,000 m<sup>2</sup> of warehousing
- Presence in 61 homelands
- Transport activities in more than 110 countries
- Strong presence in Europe, Asia, North America



(DSV 2009 Annual Report)

# DSV's present market position

The world's 15 largest forwarders by 2009 turnover

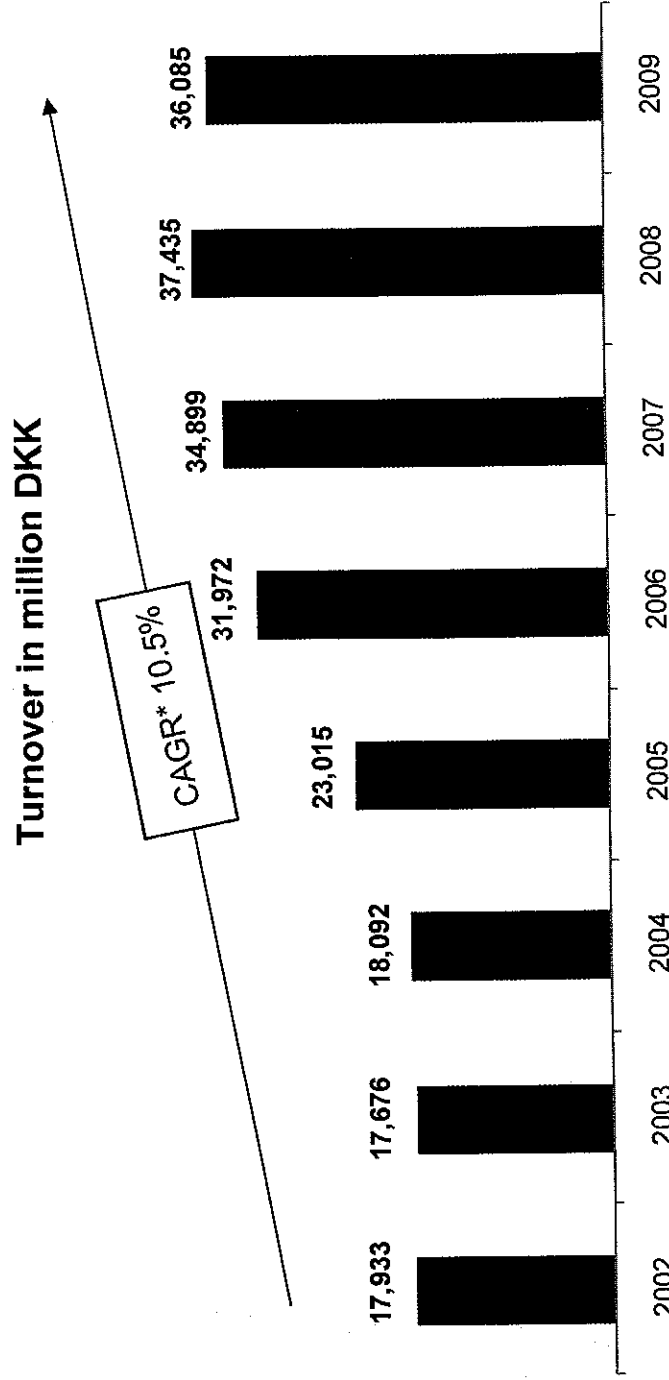
Rank	Company	Headquarter	Revenue (USDm 2009)
1	DHL Logistics	Germany	30.645
2	Kuehne & Nagel	Switzerland	16.032
3	DB Schenker Logistics	Germany	14.575
4	CEVA Logistics	Netherlands	7.648
5	<b>DSV</b>	<b>Denmark</b>	<b>6.722</b>
6	C.H. Robinson	USA	5.976
7	Agility	Kuwait	5.360
8	Panalpina	Switzerland	5.350
9	SNCF Geodis	France	5.330
10	UPS Supply Chain Solutions	USA	5.080
11	Dachser & Co	Germany	4.575
12	Expeditors International	USA	4.092
13	Bollere	France	3.657
14	Hellmann Worldwide Logistics	Germany	3.630
15	UTI Worldwide	USA	3.545

Source: Journal of Commerce



# DSV Group - Turnover Development

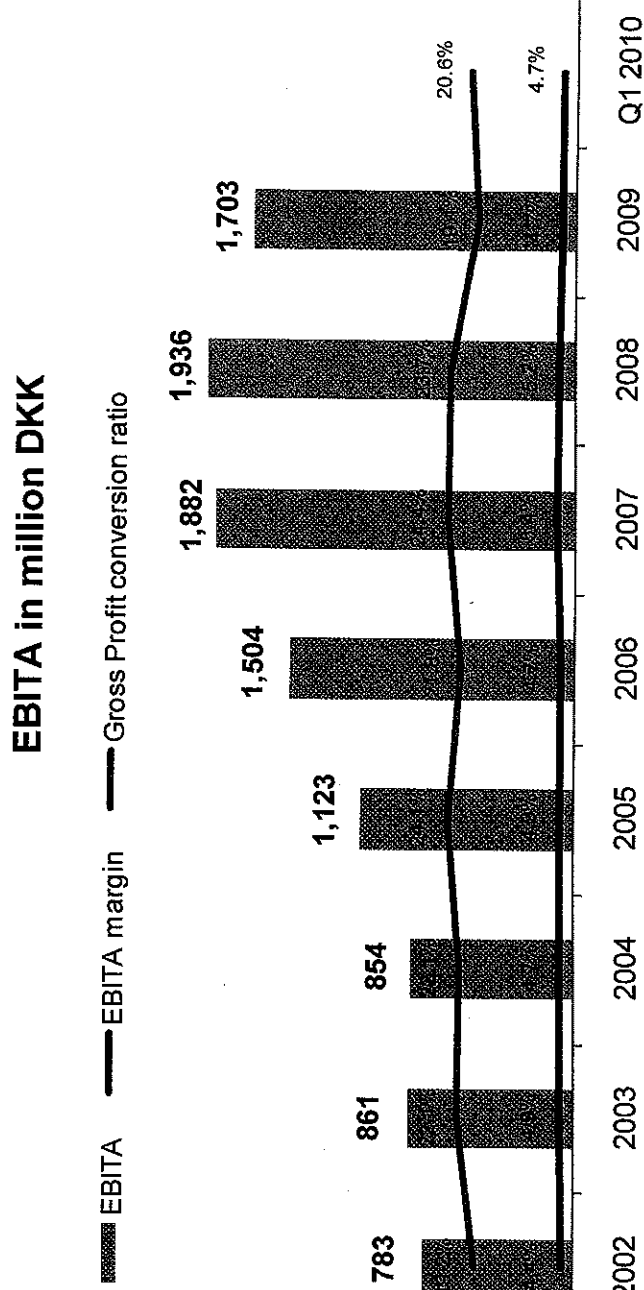
Below chart illustrates the development in Turnover and CAGR for DSV Group from 2002 – 2009.



“DSV is a high growth company”

# DSV Group – EBITA Development

Below chart illustrates the development in EBITA, EBITA margin and Gross Profit conversion ratio for DSV Group from 2002 - Q1 2010.



DSV's EBITA margin is among the best in class / highest in the industry

# Comparison by Country in 2005, 2007 and 2009

2005

"Pre Frans Maas"

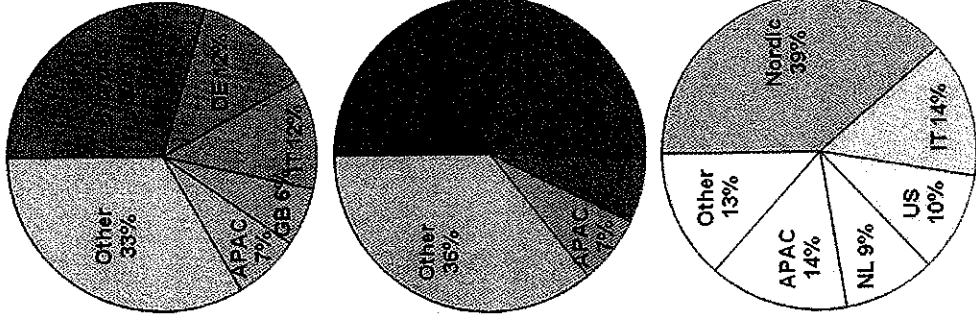
2007

"Pre ABX"

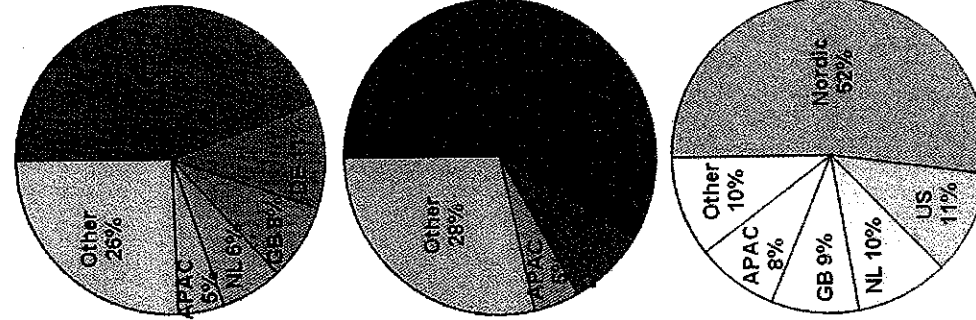
2009

"Now"

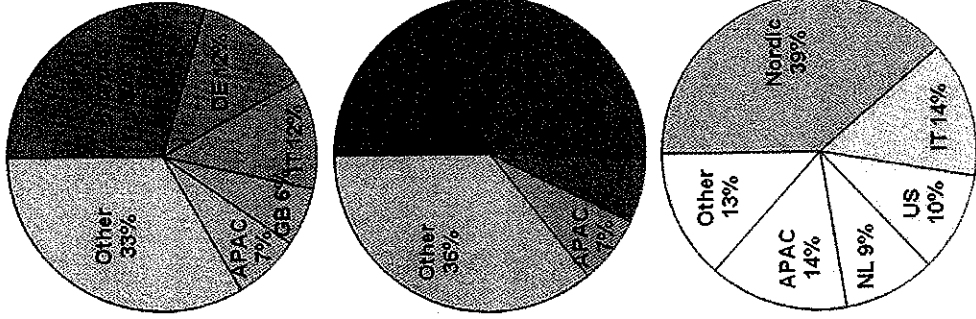
Turnover



Gross Profit

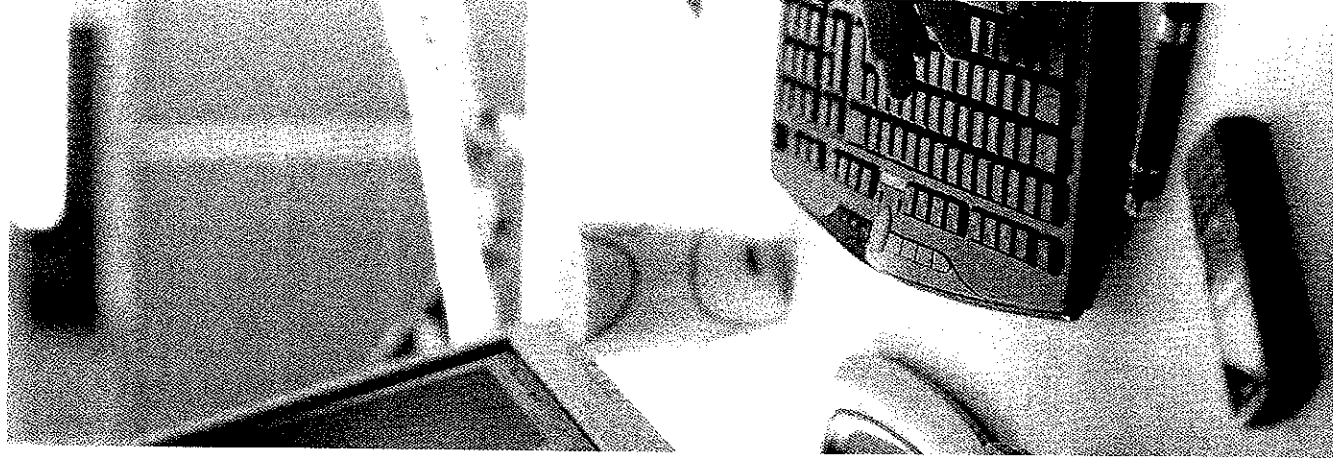


EBITA

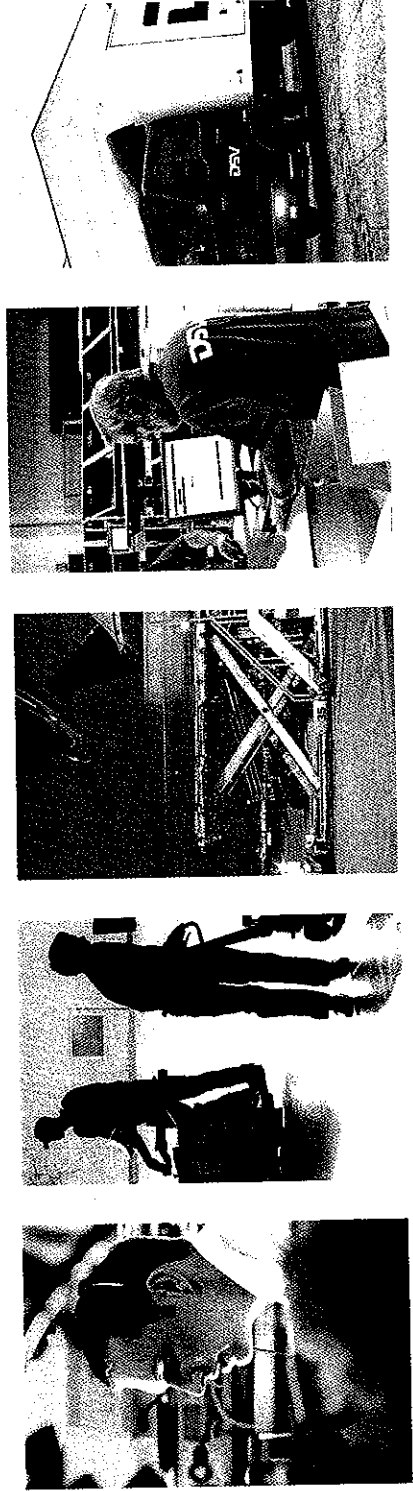
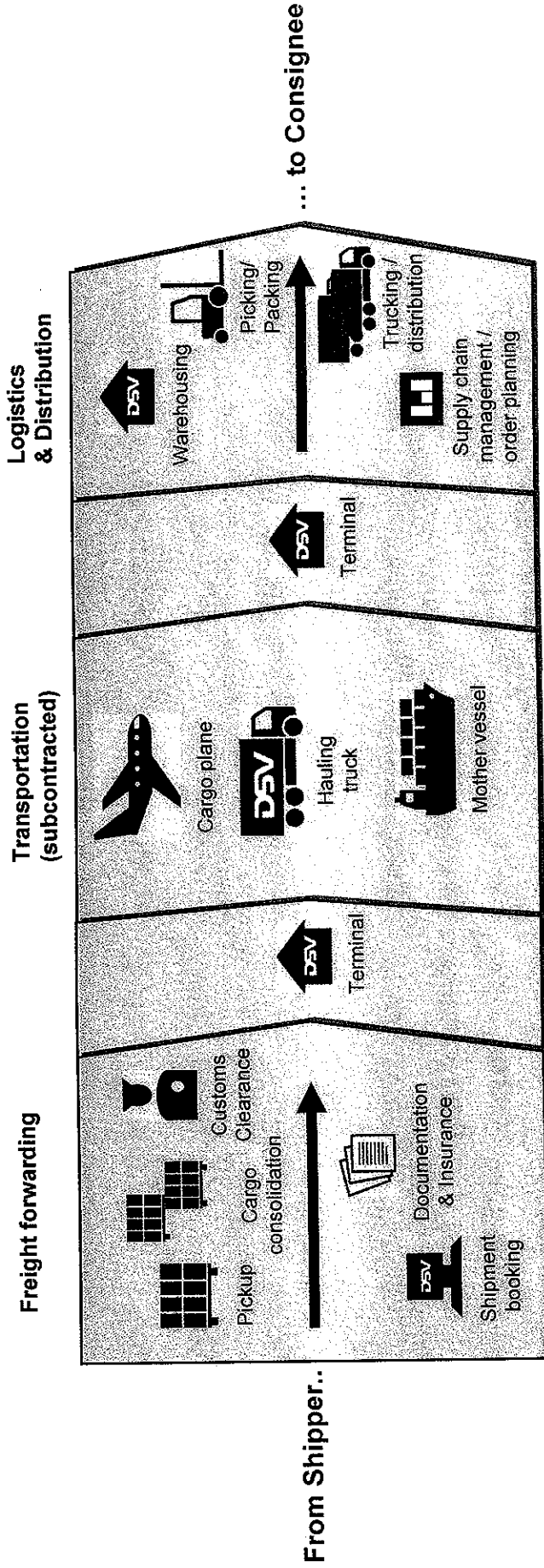


# The business model of DSV

- DSV is an *asset light freight forwarding company* – we are a broker and we create the connection between carriers / hauliers and the customers
- We offer a true “one-stop-shopping-solution”: Road, Air & Sea and Solutions
- We coordinate and balance transports – and create value for the customers and for the shareholders of DSV
- Pooling of volume and production – creates economies of scales
- Asset light strategy – outsourcing
- Use of best in class IT provides competitive advantages
- Autonomous decision making combined with strong central control creates solid results
- Entrepreneurial thinking part of company culture
- Loyal management with strong operational competences
- The business model of DSV is very cash-generative



# The DSV business model



# Key figures by division



Division	Image	Key Figures
<b>DSV Road</b>		34 countries 9,858 employees <b>Turnover 2009</b> 18,390 million DKK <b>Gross Profit 2009</b> 3,914 million DKK <b>EBITA 2009</b> 597 million DKK
<b>DSV Air &amp; Sea</b>		61 countries 5,925 employees <b>Turnover 2009</b> 14,062 million DKK <b>Gross Profit 2009</b> 3,524 million DKK <b>EBITA 2009</b> 955 million DKK
<b>DSV Solutions</b>		17 countries 5,497 employees <b>Turnover 2009</b> 5,788 million DKK <b>Gross Profit 2009</b> 1,561 million DKK <b>EBITA 2009</b> 196 million DKK



# Growth strategy

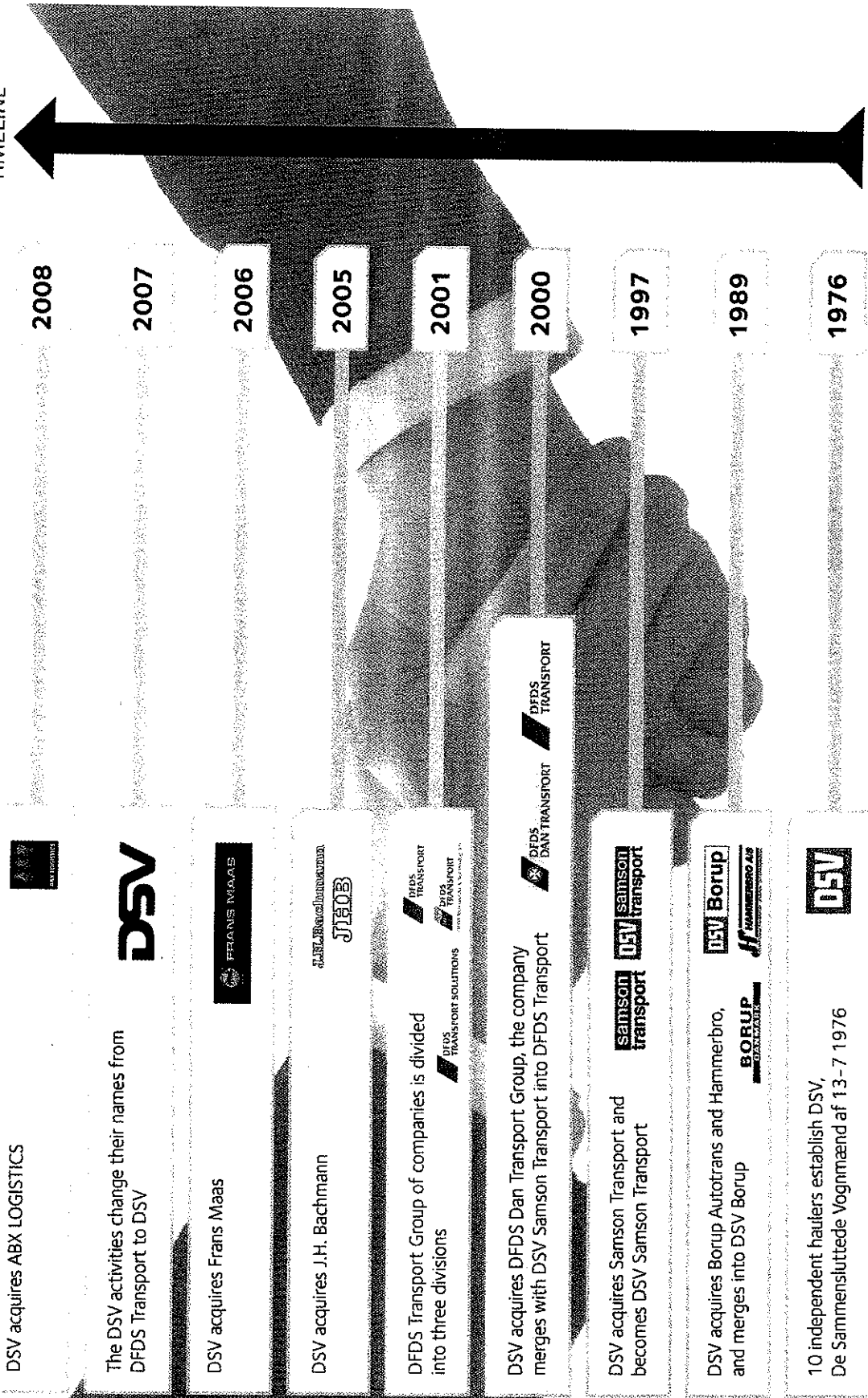
## Organic growth

- Gain market shares through focus on sales locally and centrally
- Focus on costs/efficiency to ensure that DSV can offer the best prices
- DSV will continue to focus on small / mid sized companies
- Increased focus on large / global accounts
- Optimization of cross selling between division
- DSV has a history of outperforming the growth of the market

## Growth through acquisitions

- DSV has a strong record of both large and small acquisitions and successful integrations
- DSV wishes to continue to take part in the consolidation in the industry
- Future acquisition targets will be asset light freight forwarding companies – mainly within Air & Sea and bolt-on type acquisitions in Road

# Acquisitions



2008  
DSV acquires ABX LOGISTICS



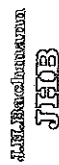
2007  
The DSV activities change their names from DFDS Transport to DSV



2006  
DSV acquires Frans Maas



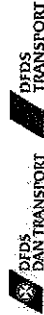
2005  
DSV acquires J.H. Bachmann



2001  
DFDS Transport Group of companies is divided into three divisions



2000  
DSV acquires DFDS Dan Transport Group, the company merges with DSV Samson Transport into DFDS Transport



1997  
DSV acquires Samson Transport and becomes DSV Samson Transport



1989  
DSV acquires Borup Autotrans and Hammerbro, and merges into DSV Borup



1976  
10 independent hauliers establish DSV, De Sammenluttede Vognmænd af 13-7 1976





# DSV and CSR



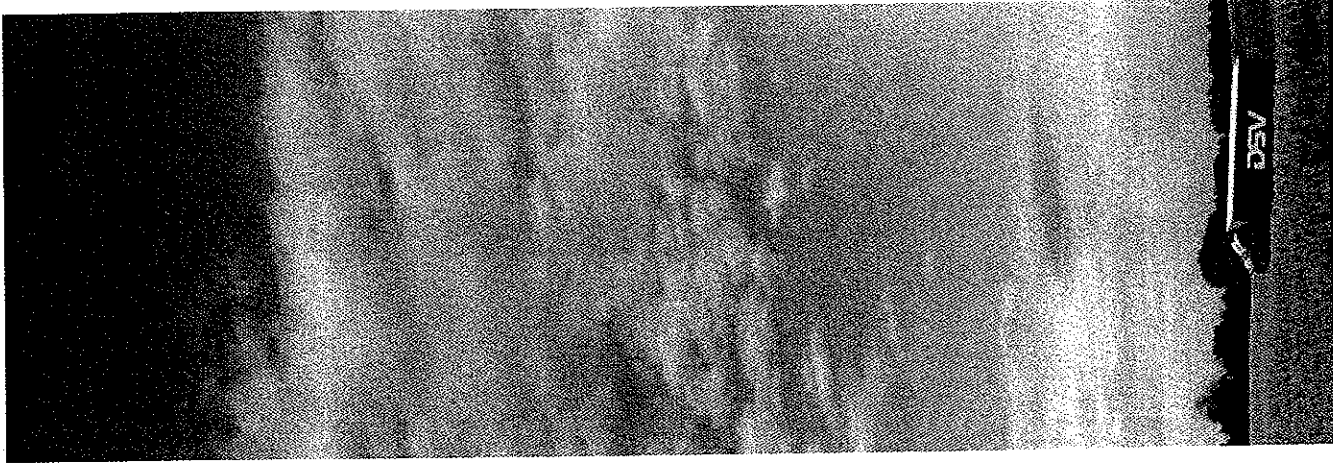
DSV has for a number of years worked with a variety of Corporate Social Responsibility issues e.g. on decreasing the environmental impact from transport activities and different information on the groups employees.

DSV wants to strengthen the corporate CSR work and have in autumn 2009 joined the UN Global Compact initiative.

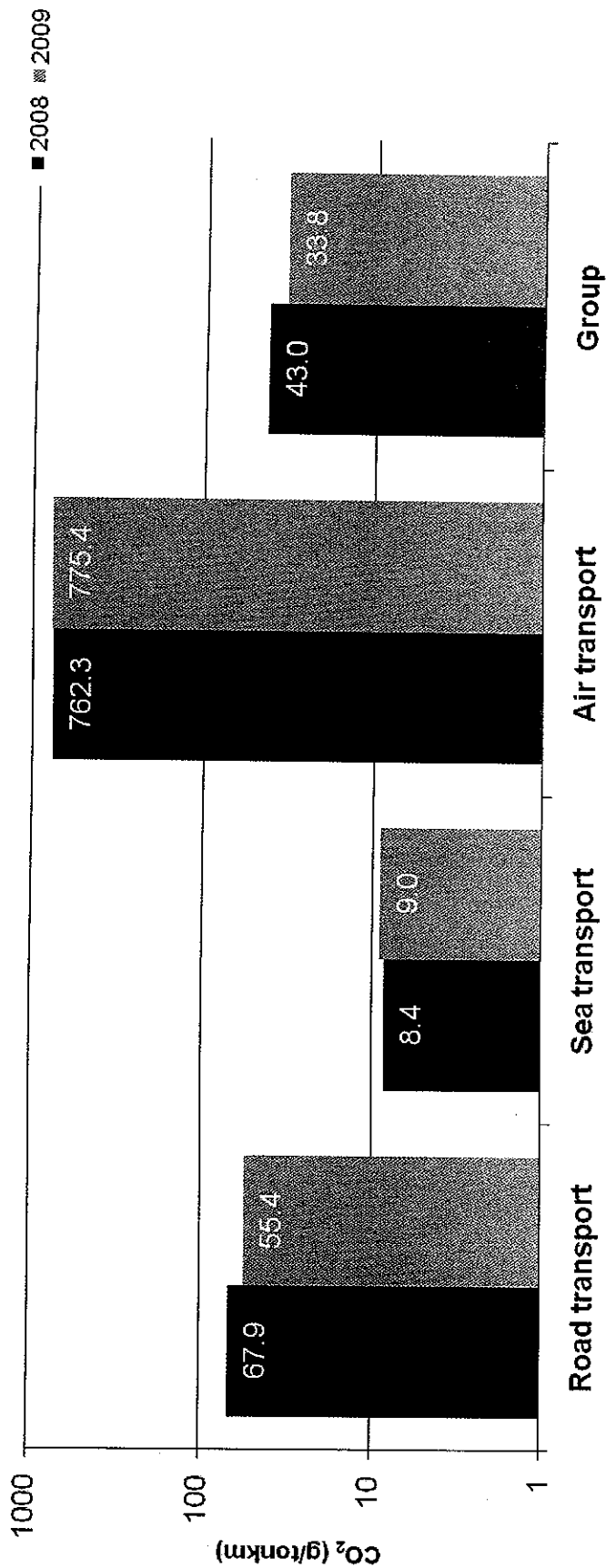
This initiative is followed by a comprehensive CSR strategy involving DSV companies world wide.

DSV is right now working on this strategy involving in example the formulation of a group CSR policy and a set of business ethic rules for management and employees of the DSV group comprising anti-corruption and fraud issues.

Next report of CSR activities, targets and results to Global Compact and in DSV's annual report 2010.



# Carbon Footprint Energy efficiency - Group and per activity



Development 2008 – 2009

Road: +18.4%

Sea: -6.8%

Air: -1.7%

Group: +21.5%